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USAID IRAQ ADMINISTRATIVE REFORM PROJECT

MONTHLY PROGRESS REPORT - AUGUST 2012

2 SEPTEMBER 2012

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LIST OF ACRONYMS

AD	Administrative Decentralization Component
BPA	Business Process Analysis
BPP	Bureau of Public Policy (Presidency)
CB	Education Capacity Building Initiative
CBO	Capacity Building Office (USAID)
CoM	Council of Ministers
COMSEC	Council of Ministers' Secretariat
CoI	Commission of Integrity
COR	Contracting Officer's Representative/USAID
CoR	Council of Representatives
CoS	Chief of Staff
CSR	Civil Service Reform Component
DfID	Department for International Development (UK)
DG	Director General
DPMO	Deputy Prime Minister Office
FCSC	Federal Civil Service Commission
FCSI	Federal Civil Service Institute
GO	Governor's Office
GZ	Green Zone (See IZ)
GoI	Government of Iraq
GSP	Governance Support Project (USAID)
HC	High Committee for Civil Service Reform
HR	Human Resources
HRD	Human Resources Division
HRM	Human Resources Management
HRMIS	Human Resources Management Information System
IDMS	Iraq Development Management System
INMS	Iraqi National Monitoring System
ISRAR	Iraq Solutions for Regulatory and Administrative Reform
IZ	International Zone (See GZ)
MoA	Ministry of Agriculture
MoC	Ministry of Communications
MoCH	Ministry of Construction & Housing
MoCu	Ministry of Culture
MoD	Ministry of Defense
MoE	Ministry of Electricity
MoEd	Ministry of Education
MoEn	Ministry of Environment
MoF	Ministry of Finance
MoFA	Ministry of Foreign Affairs
MoH	Ministry of Health
MoHE	Ministry of Higher Education
MoHR	Ministry of Human Rights
MoI	Ministry of Interior
MoIM	Ministry of Industry & Minerals
MoJ	Ministry of Justice
MoLSA	Ministry of Labor & Social Affairs
MoMD	Ministry of Migration & Displaced

MoMPW	Ministry of Municipalities & Public Works
MoO	Ministry of Oil
MoP	Ministry of Planning
MoSPA	Ministry of State for Provincial Affairs
MoSWA	Ministry of State for Women's Affairs
MoST	Ministry of Science & Technology
MoT	Ministry of Trade
MoTA	Ministry of Tourism & Antiquities
MoTr	Ministry of Transport
MoU	Memorandum of Understanding
MoWR	Ministry of Water Resources
MoYS	Ministry of Youth & Sport
MSI	Management Systems International
NCCIT	National Center for Consultancy and Information Technology
NDP	National Development Plan
NGO	Non-government Organization
NIC	National Investment Commission
NPM	National Policy Management Component
OD	Organizational Development
OPD	Office of Policy Development (Prime Minister's Office)
PAR	Public Administrative Reform Committee (See PSM)
PC	Provincial Council
PCSC	Provincial Civil Service Commission
PMI	Project Management Institute
PMAC	Prime Minister's Advisory Council
PMO	Prime Minister's Office
PSM	Public Sector Management Committee (See PAR)
RFP	Request for Proposal
RG	Regulatory Guillotine™
SAB	Supreme Audit Board
SES	Senior Executive Service
SIDA	Swedish International Development Agency
SoW	Scope of Work
SOP	Standard Operating Procedures
TA	Technical Assistance
UNDP	United Nations Development Programme
USAID	United States Agency for International Development
WB	World Bank

This report summarizes project activities and accomplishments under the Iraq Administrative Reform Project (USAID-*Tarabot*¹) for the period August 1 - 31, 2012. The Monthly Report for September is due on October 2, 2012.

EXECUTIVE SUMMARY

August saw the end of the holy month of Ramadan and the Eid al Fitr celebrations. Despite a reduction of working hours by government agencies, and a countrywide slowdown, the USAID-*Tarabot* team made significant progress in all areas.

Early in the month, USAID-*Tarabot* facilitated an "awareness seminar" on standard bidding documents for the procurement of work contracts. The seminar was hosted by the Minister of Construction & Housing (MoCH), and delegates included the Secretary General of the Council of Ministries, several deputy ministers, DGs from the Ministry of Planning, representatives from the Commission of Integrity, and more than seventy contractors and consultants. Directed at promoting transparency and accountability in GoI institutions, the seminar helped contractors understand the importance of standard bidding documents, providing them with information about the nature of the procurement process, and other technical requirements and outcomes.

The Ministry of Labor and Social Affairs (MoLSA), which provides a number of social services, including welfare and security, re-formed a steering committee to work with the *Tarabot* team this month. The ministerial order of the committee calls on the ministry to accept USAID-*Tarabot* recommendations and sign a memorandum of understanding as quickly as possible.

A meeting between the High Committee for Civil Service Reform (HC) and the Human Resources Management Information System (HRMIS) subcommittee recommended that HRMIS should be initially implemented on a pilot basis. It will target three ministries, and the provinces of Baghdad and Basrah, all of which performed best in the implementation of HRM and HRD. The HC members also discussed the progress of the Shura Council, which is in final stages of reviewing the draft civil service law.

Following the finalization of the needs assessment of the capacity and systems of Wasit Governor's Office (GO) procurement functions, the Governor and the contracts department gave official approval for the implementation of the Standard Procurement Plan, an important step for the procurement team.

The month also saw the formal approval of the High Judicial Council (HJC) to implement the 'Legal Registry' software. The software will provide an online registry of economic legal instruments and other information, such as documents and instructions for completing business procedures. A team of legal and computer experts will lead the process of system development under the guidance of the NPM team.

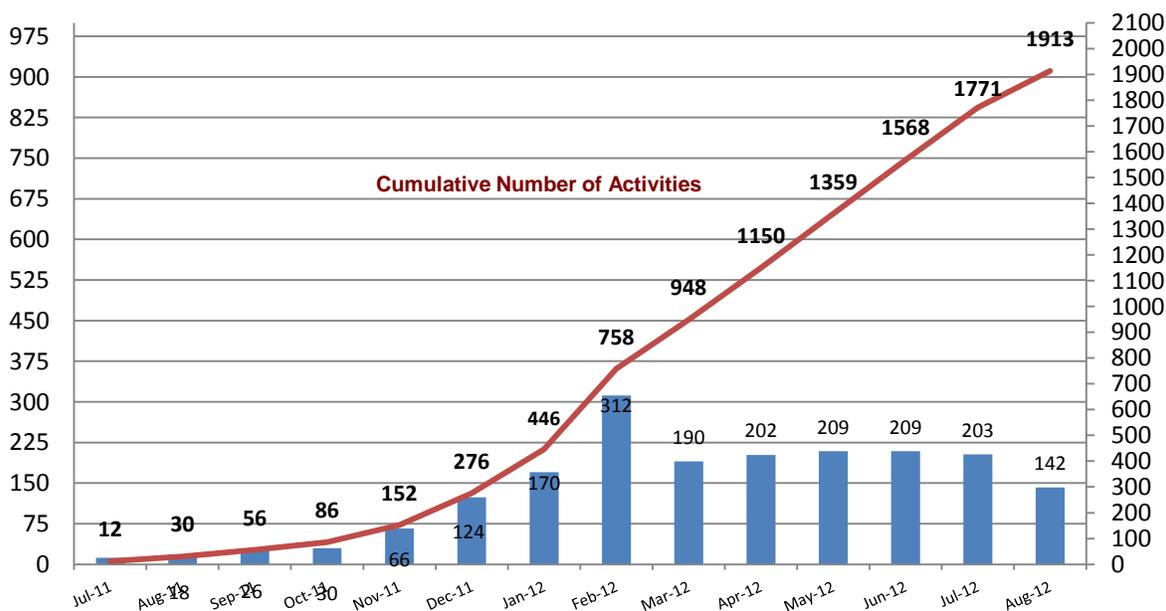
The NPM team held a seminar for a number of civil society representatives to explore their role in the process of policy making. The team presented the stages of policy making, the role civil society

¹ For brevity and convenience the Administrative Reform Project is referred to in the text by its Arabic name, *Tarabot*, meaning "Linkage".

organizations can play at each stage and their potential impact on the decision making process. The seminar appraised civil society organizations on ways to build policy capacity at the executive level, and leverage more effective participation in the policy making process.

Events: The USAID-*Tarabot* project continued assisting the various GoI agencies during the month of August. The following description accounts for the numbers and types of events delivered.

- **Total Events:** USAID-*Tarabot* teams held (142) events (workshops and formal meetings) during August, (19) of these events took place during the second half of the month.
- **Locations:** (69) of these events were held at locations in Baghdad, while (73) events were delivered on locations in (13) provinces.
- **Type of Event:** (138) events in August were formal assessment meetings, action planning, or implementation workshops. (4) Events were introductory meetings.
- **Institutions:** of the 142 implemented activities, (58) events were delivered to (15) ministries; (60) to Governors' Offices; (19) to executive offices, (2) to the private sector and NGOs, and (3) events were delivered to Provincial Councils.
- **Tarabot Components:** (57) events were carried out by the Civil Service Reform component, (21) by the National Policy Management component, (62) by the Administrative Decentralization component and (2) by Education Capacity team.



CIVIL SERVICE REFORM

I.1 Work with HC and PSM on Civil Service Overhaul, Cooperation, and Follow-up with Ministries and Provinces on the Implementation Process

The CSR team continues to work with the High Committee for Civil Service Reform (HC) to arrange for the upcoming civil service conference planned for November. The HC is working on the attendees list and agenda, and is waiting for the Prime Minister's confirmation to attend and consent to make the opening speech.

The lead CSR advisor for the Human Resources Management Information System (HRMIS) attended an HC meeting with the HRMIS subcommittee. They recommended that the initial implementation of HRMIS should be on a pilot basis, targeted on the three ministries and the two provinces (Baghdad and Basrah) which performed best in the implementation of HRM and HRD. HC members also discussed the progress of the Shura Council, which is in final stages of reviewing the draft Civil Service law.

At the request of the HC, *Tarabot* advisors prepared a set of procedures for redeployment and retrenchment, based on the circumstances and needs of the civil service. The aim is to maintain or increase the efficiency of the service. The procedures will help ensure that civil servants affected by redeployment or retrenchment are treated fairly, in accordance with their contracts of employment and relevant laws. The procedures are being translated and will be submitted to the HC for approval.

The CSR advisor, in collaboration with the HC, updated the deputy Secretary General of COMSEC on the progress of civil service reform within the ministries that have completed their organizational structure, functions, and HR department staffing.

I.2 Civil Service Legal Reform

USAID-*Tarabot* advisors presented a proposal paper on the Federal Civil Service Institute (FCSI) legal status and mandate. The paper was prepared for the HC and provides a basis for drafting the FCSI law. HC members discussed the paper and asked for further clarification and additional research from other countries. The HC reviewed the methodology for making the FCSI an independent institution. It suggests that instead of holding a subordinate relationship, it should have robust links to the Federal Civil Service Commission (FCSC), and be upgraded to a directorate with a director general at its head. The thinking behind the methodology is based on the dual role of the FCSI in the general civil service and the Senior Executive Service. As provided in the draft civil service law, the SES will come under COMSEC jurisdiction, and the FCSI will play a major role in training its members. Presenting the FCSI document was a result of a series of meetings with HC members and contiguous follow up during the month.

I.3 Human Resources Management

The CSR team continued to work and follow up on the Human Resources Management (HRM) implementation with counterpart ministries and provinces. The Ministries of Planning, Health and

Communications all completed their HR units work plans with guidance from CSR advisors. The review process enabled HR staff to identify strengths and weaknesses in key areas of their work, and cite additional employee support needs. The team delivered consultations to assist GoI partners throughout the process of finalizing their HR units' plans. The Ministry of Industry and Minerals (MoIM) finished the work plans for the employee affairs, retirement, and recruitment & staffing sections.

The Ministry of Higher Education & Scientific Research (MoHE) finished work plans for a number of sections: training & development, employee affairs, recruitment & staffing, scholarship, fellowship, missions & deputation, transfer & placement, job description, and permanent & temporary recruitment.

USAID-*Tarabot* advisors provided further technical assistance to ministries suffering delays in completion of their unit work plans due to work pressure. The team assisted the Ministry of Agriculture (MoA), which completed the plan for its retirement section this month.

In terms of building the capacity of provincial HR staff, the CSR team conducted three workshops on HRM for GO officials, including DGs and managers of HRD units from the provinces of Basrah, Dhi Qar and Muthanna.

CSR advisors introduced HRM principles, policies and procedures based on best practice and the law. The functions covered strategic HRM, job description and analysis, merit based recruitment, selection, promotion and transfer, performance management, career management, HR planning and organizational development.



Basrah Deputy Governor (left) attends HR workshop

The CSR team delivered on-the-job technical assistance to the Ministries of Health (MoH), MoIM, MoHE and MoA on the implementation of Training Needs Analysis (TNA). The team introduced the concept of performance management for the Training & Development (T&D) staff. CSR advisors discussed how the TNA process should be organized, the methodologies used, and the expected outcomes.

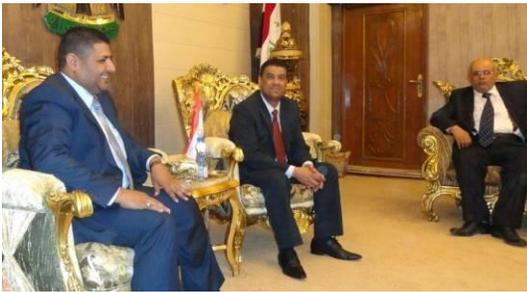
The team also worked with the Ministry of Communication's T&D section to initiate the process of collecting TNA information for the HRD. Initial interviews, outlining the expectations of supervisors, were carried out. The team assisted the T&D staff to formulate the TNA goals and break them down into activities using a CSR-prepared template.

1.3.1 Human Resources Management Provincial Coordination

On the provincial side, the CSR team provided extensive technical assistance to provincial HRDs to cope with modern HRM tools.

During August, the CSR team briefed the Governors, Deputy Governors, and HR managers of Muthanna and Wasit provinces on the progress of implementing the HRD structure and functions. The team also discussed the technical assistance and training needs required to move toward a functioning HRD.

The officials were appreciative, and requested continuous follow up with HR staff and periodic reports on the progress and obstacles encountered.



CSR advisor meeting the Muthanna Governor (center)

In Basrah, the team discussed the development of civil service reform and HRM in the province with the Deputy Governor and the Provincial Council (PC) Deputy Chair. The province has issued orders to implement the HRD and its constituent units and functions. The PC official requested CSR assistance to establish the Provincial Civil Service Commission (PCSC) and provide technical consultations to draft the necessary provincial legislation to create it.

An assessment visit was made to Baghdad GO HRD this month. The team gauged the level of progress in establishing the HR Planning & Development section, activating the role of the T&D section, Administrative and Follow-up unit in the Employee Affairs Section, and renaming the Allowances Section as the Employee Affairs section. Following an official request from the GO, the CSR team will assist the HRD to survey the whole governorate structure and write up its duties and responsibilities. In Ninawa, the Job Description work group completed the job description of the Recruitment & Staffing section.

The CSR team presented its program to the Diyala PC Chair and the acting Governor. The team explained the role that the Council plays in civil service reform, with a particular focus on the PCSC.

The team also met HR senior officials and staff from the GOs of Diyala, Dhi Qar, Maysan, Muthanna, Najaf and Wasit, to follow up on the progress achieved to implement the approved HRD structure.



CSR advisor meeting with Diyala PC Chair

1.3.2 Human Resources Management Information System

The CSR team completed drafts of chapter two, three and four, and the appendixes 4.4 - 4.5 of the Terms of Reference (ToR) and Reference for Proposal (RFP) for the implementation of the Human Resource Management Information System.

The team also worked with the HR Manager from Najaf GO to prepare base infrastructure for setting up the HRMIS. As a first step toward building a database transferable to the HRMIS, the number and distribution of staff within the Governorate, districts and sub-districts was reviewed.

I.4 Federal Civil Service Commission

The CSR team has finalized a merit-based recruitment plan to fill approved posts and vacancies in the FCSC's organizational structure. The plan describes the salient features of merit-based principles and incorporates a seven-step process for recruitment. It will assist the FCSC to select the most suitable candidate for a particular position by assessing qualifications, experience and skill-sets in a planned, systematic and timely manner. Adherence to the plan will ensure that by the end of the first year all approved posts in FCSC are filled through merit-based recruitment. A recruitment monitoring report has also been designed and included in the plan which will track the progress of recruitment on monthly basis.

I.5 Provincial Civil Service Commissions

The CSR team identified and documented the staffing needs for the establishment and operation of the Provincial Civil Service Commission (PCSC). The PCSC office requires 69 posts, which were identified based on the functions, organizational structure, and ToRs of the various divisions and units of PCSC. The document introduces basic assumptions to identify the staffing needs of PCSC, its divisions and grades requirements. The team prepared organizational charts that reflect an analysis of the staffing needs of PCSC. With the identification of staffing needs, PCSCs will be able to analyze the qualifications, experience and skill levels required to successfully carry out PCSC functions.

The CSR team also prepared a presentation for the provincial authorities to explain the next steps toward the establishment and operation of PCSC. Based on FCSC Law 4 of 2009, the presentation explains the mandate of PCSC and discusses its six principle functions: regulatory, reporting & accountability, organizational development, civil service HR management, and civil service training and office management. It also outlines the organizational structure and the duties and responsibilities of the divisions and units of the PCSC. The PCSC will supervise the implementation of the civil service law and related regulations in the provinces, and will report progress in provincial public administration and civil service matters to the PC, the governor and the FCSC.

NATIONAL POLICY MANAGEMENT

2.1 Regulatory Reform

USAID-*Tarabot* advisors continued to accelerate the process of Iraq's regulatory reform following the signing of the landmark memorandum of understanding last month. During August, the NPM's Iraqi Solutions for Regulatory and Administrative Reform (ISRAR) team conducted a series of technical working sessions to update the GoI counterparts on the regulatory initiative progress.

The team met with the chairman of the Prime Minister Advisory Council (PMAC), the signatory of the MoU and the point of contact for ISRAR, and discussed contacts that the team has established in the Council of Representatives (CoR). The PMAC Chair directed his team to interact immediately and select PMAC nominees for the ISRAR workshops. The chairman also asked *Tarabot* advisors to maintain their coordination with the Ministry of Justice and the Shura Council to facilitate drafting the final legal text of the list of laws before sending it to the CoR. The chairman also made a number of tactical recommendations to overcome resistance to the new initiative and to avoid approaches that might harm the project.

The month also saw the formal approval of the High Judicial Council (HJC) to implement the 'Legal Registry' software. The software will provide an online registry of economic legal instruments and other information such as documents and instructions for completing business procedures. The HJC approval came after a series of meetings with the Chairman of the Council, and other senior staff, including the DG of Legal Affairs and Head of Public Relations. A team of legal and computer experts will lead the process of system development under the guidance of the NPM team.

Following two technical workshops, an initial list of functional requirements was developed based on input from HJC technical experts. ISRAR's NPM advisors will customize the 'legal registry' software and coordinate with the HJC to start training the software users. The system will be operational by November 2012. The HJC agreed to sign a letter of cooperation and accept a license transfer document that formalizes the HJC's relationship with ISRAR. Following design discussions, the ISRAR team will produce a work plan for coordinating training and customization of the e-Guillotine software.

ISRAR's NPM advisors conducted the second of four workshops designed to improve the business registration process. According to the recommendations agreed by the stakeholder working group, ISRAR advisors estimate that Iraq will be able to move up the World Bank's "Doing Business Report" by more than 50%, and reduce the number of days to register a business from around 77 to 9. This includes a significant reduction in costs and procedures, the elimination of requirements to hire attorneys, the removal of trade licenses irrelevant to



ISRAR workshop on Construction Permits

health or security, a reduction in documentation, and improvements in processing time by getting rid of internal administrative approvals.

ISRAR's NPM advisors also delivered two working sessions on improving regulations surrounding construction permits. An international expert in construction licensing, who has extensive experience in improving the construction permit process in Jordan, facilitated both events. The sessions introduced international best practices and a review of the processes currently utilized by Iraqi projects and institutions. The first workshop targeted private sector stakeholders, and was attended by business people and members of the World Bank Private Sector Development Center. The attendees developed a list of recommendations for improving construction permits, such as defining time limits for government approval and establishing a one-stop-shop center.

The second session focused on public sector stakeholders and was attended by engineers from the construction permit department at the Baghdad *Amanat*. Based on input from *Amanat* engineers, a draft of the construction licensing process map was completed. Private and public sector input is particularly important in improving Iraq's ranking in the World Bank "doing business" indicators. Draft recommendations will be presented and discussed with stakeholders in the final working group meeting scheduled for the end of September.

In line with ISRAR efforts to conduct overall construction licensing process, NPM advisors met with senior staff from the Ministry of Municipalities and Public Works (MoMPW) and Baghdad *Amanat*. The meeting facilitated the development of training material for the upcoming workshop that will compare the process in Iraq to international best practices. The participating engineers reviewed the process steps in detail and pointed out issues such as lengthy pre-approvals and lack of enforcement of building safety standards.

PUBLIC POLICY

2.2 Office of Policy Development in PMO

The website of OPD is now functional and ready to be hosted by the PM Office. The PMAC Chair has requested the PMO IT office to begin uploading content to the server for public access. The NPM team discussed the possibility of attaching a sign with the name and logo of the Prime Minister's OPD on the premises, the printing of branded OPD stationery, and making space available at PMAC for the OPD library. PMAC agreed to hire more full time advisors to OPD in order to strengthen its policy advisory capacity. The PMAC Chairman said that the Council of Ministers has issued decree No. 272 of 2012 that recognizes PMAC as having a juridical persona, and being administratively and financially independent. Previously, PMAC had to obtain the signature of the PM Chief of Staff in order to purchase goods or hire staff. The Chairman also said that the Prime Minister would shortly issue an Executive Order ratifying the CoM's decision.

NPM advisors continued to carry out working sessions with GoI officials throughout the month of August. The team was briefed by the senior advisor of the Deputy Prime Minister for Services (DPMO-S) on the National Strategic Educational Plan (NSEP), a project funded and supervised by the World Bank.

The advisor, who is a Secretary of the High Committee of Education, said that the project comprises six major areas; accreditation of universities, budget development and execution for lower and higher education, as well as the issue of linking vocational schools to market needs. He pointed out that the NSEP is similar to the National Development Plan of the Ministry of Planning in terms of policy requirements and technical considerations, and that it needs NPM's expertise to formulate merging policies.

The team discussed the proposed policy issues that will form part of future work plan, with the PM's OPD advisors. An immediate policy issue was highlighted; pursuing educational policies and linking education to the employment of college graduates. Aiming at alleviating graduate unemployment, the NPM team discussed the possibility of instituting a GoI program of foreign assistance; assigning graduates to work in less developed countries in MENA region as volunteer experts, helping to improve livelihoods. A further emerging policy issue was defined as "brain gain", the return of Iraqi intellectuals living and working abroad. It was concluded that several existing laws, regulations and practices (such as the recognition of foreign earned diplomas by the MoHE) would need to be revamped for this to happen.

In terms of technical assistance, the NPM team conducted two workshops on Standard Operating Procedures (SOP) for policy making and Policy Monitoring and Evaluation (M&E) for the PMO Policy Development (OPD) advisors. The SOP workshop introduced the rationale of utilizing SOP to formulate public policies. A case study on the lack of green areas in Baghdad was used to formulate a practice policy memorandum.



TA on SOP delivered to Advisors of PM' OPD

In the second workshop, the NPM team presented the importance of a rigorous M&E system to evidence-based policy making. It looked at it in terms of enhancing accountability, informing budget allocations, and guiding policy decisions based in an Iraqi context. The workshop also discussed bridging the gap between higher education and the labor market and was analyzed as a case study.

2.2.1 Office of Policy Development in the Ministries

In August, the NPM team continued to conduct workshops to further the policy making process in the ministries. The team conducted two separate workshops on policy M&E for the Public Policy Units (PPU) staff from the Ministries of Agriculture, Electricity, Industry and Minerals, Trade and the National Investment Commission (NIC). The workshops were designed to assist policy staff to apply their newly acquired knowledge to existing policies in their respective ministries. Recognizing the highly technical nature of the subject, participants asked the NPM team to provide additional expertise and practical recommendations in a series of individual follow-up sessions.

In the policy monitoring workshop the NPM team presented major types of quantitative and categorical indicators for policy program objectives, outcomes, and outputs. The importance of baseline data, trend analysis and regional comparisons was illustrated with the practical example of a hypothetical policy, 'Improving infant mortality rate in Iraq, 2012-2020'. Participants were also introduced to key concepts,

methodologies, and steps for conducting impact evaluations. Evaluation criteria and the importance of establishing a valid comparison group for randomized control trials were explained through two policy examples: 'Introducing competitive financing to State Owned Enterprises (SOEs)' and 'Youth entrepreneurship program'.



NPM advisor conducting Monitoring & Evaluation Workshop

The NPM team also conducted a number of working sessions with MoT officials and policy unit members in order to reach agreements on future scope of work and policy tasks. The team talked to the Policy Committee about the adopted actions of the strategic plan recently developed with NPM assistance, and their relevance to government priorities. Guided by NPM advisors, participants went through the content of two policy proposals submitted to COMSEC. The NPM team recommended amending the papers, and explained how a summary of cost-benefit and cost-efficiency analyses, along with measurable benefits to primary target groups, would facilitate gauging the impact of the policy in the future.

During a meeting with the MoT DGs of Foreign Economic Relations, Finance, and three PPC members, the team discussed coordination mechanisms to support better understanding and collaboration between the two MoT policy units. The two committee chairs decided to cooperate, and requested NPM's assistance to develop rules of procedure for policy coordination within the ministry, in addition to policy-related coordination with other government agencies.

The NPM team also met with the DG of Economic Affairs from the MoIM, and the Legal Affairs DG from the MoA, to follow up on NPM assessment processes, accomplishments to date and future work plans. The MoIM agreed to increase the number of policy unit advisors from four to seven. The MoA approved the technical assessment process, and both ministries requested NPM assistance to interact on current and future policy challenges.

2.3 Office of Policy Development in President of the Republic's Diwan

Moving ahead in policy making, the NPM team implemented a number of workshops throughout the month for the Presidency Office of Policy Development. The team delivered the first of three workshops on Policy Monitoring and Evaluation for the President's advisors. The participants were introduced to the elements of building an M&E system, result frameworks, indicator selection, establishing baseline data, and carrying out data collection. The workshop was attended by advisors from the President's office, Vice President Office, and the Presidency Diwan.

Policy SOPs were also introduced to the President's advisors. The team explored participants' feedback and reviewed a case study on local agriculture, where policy SOPs have been applied.

Also this month, the NPM team held the third economic policy workshop, with five advisors from the President's Bureau of Public Policy in attendance. In order to better understand economic fluctuations and their impact on important variables such as output and employment, the determination of output and interest rates in the short term, were discussed. Further discussions focused on the various types of unemployment, economic and institutional forces that influence the unemployment rate, including its relationship to changing prices and inflationary pressures. They also observed the quantitative correlation between unemployment and the gross domestic product.



M&E introduced to Presidential Advisors

2.4 Policy Communication & Outreach

The NPM team held a seminar for a number of civil society representatives to explore their role in the process of policy making. The team presented the stages of policy making, the role civil society organizations can play at each stage and their potential impact on the decision making process. The seminar appraised civil society organizations on ways to build policy capacity at the executive level, and leverage more effective participation in the policy making process.

The team also met with the Deputy DG of the NGOs Directorate at COMSEC, to survey the role it could play in strengthening the participation of civil society actors in the public policy process. They discussed methods of encouraging policy advocacy and promoting policy debates between official policy drafters and civil society activists. The team requested the list of 800 registered NGOs and offered assistance in categorizing the NGOs in accordance with their focus area and field of activity. Such a categorization is important for ministries and government executive offices in organizing public consultations.

Following communication between NPM, Iraqi think-tanks, the University of Baghdad, the University of Al-Nahrain and GoI officials, NPM advisors visited the Carnegie Endowment for International Peace in Lebanon. Arrangements were made for Carnegie to visit Baghdad, forge direct partnerships with local think-tanks, and instigate its proposed program of graduate fellowships.

ADMINISTRATIVE DECENTRALIZATION

3.1 Administrative Decentralization Support

USAID-*Tarabot* advisors continued to assist government agencies to implement administrative decentralization nationwide.

During August, advisors introduced the decentralization work plan to the Kirkuk and Diwaniyah GOs, and the Basrah PC. The Basrah PC Deputy Chair established a committee, headed by the Deputy PC Chair, to collaborate with *Tarabot* advisors, and provide the requirements needed to implement the decentralization program.



The Basrah PC Deputy Chair

In terms of conducting institutional assessments in national and provincial agencies, the team finalized the initial steps of the assessment of the Ministries of Environment (MoEn) and MoIM by collecting questionnaires and starting the analysis phase. The assessment process covered the MoIM's Legal, Commercial and Planning directorates, as well as the MoEn's directorates of Environment Protection & Improvement, Finance and Technical Affairs.

Along with its ministry counterparts, the decentralization team conducted a thorough review of the ministry law pertaining to the MoMPW. The review covered regulations and instructions, with a focus on laws that affect investment project completion and the budgets and laws of leasing and selling government estates. Advisors also assisted the MoMPW to appraise items relevant to decentralization implementation.

3.2 Planning Advisory Unit

With the goal of national and provincial planning system improvement, planning advisors conducted an introductory meeting with the Planning DG from the Baghdad GO. The planning team introduced the USAID-*Tarabot* work plan and technical assistance provision to the GO Planning Directorate, including a needs assessment, capacity-building workshops, and the formation of a provincial projects planning steering committee. The director agreed to the program and expressed a willingness to work with the *Tarabot* team on future technical assistance. The office will issue a formal letter, followed by the needs assessment process for planning.

Also this month, the planning team attended the National Development Plan (NDP) technical meeting at the MoP, headed by the Deputy Minister for Technical Affairs. The meeting went through the completion of data and reports relating to the ministries achievements over the past two years, and the work regarding NDP economic forecasting.

3.4 Project Management Advisory Unit

USAID-*Tarabot* advisors continued to provide technical assistance on project implementation systems to ministries and provinces. During the month of August, the project management team conducted several working sessions to present the implementation methodology of the Project Management Institute (PMI) standards and feasibility study concepts.

Following a two day presentation, the Ministry of Migration and Displaced (MoMD) agreed to use the tools and techniques of schedule, cost and scope, in the management of upcoming projects.

The Deputy Minister of Culture (MoCu) requested urgent *Tarabot* assistance to develop the PMI systems for the Ministry.



Finalizing MoST Assessment Report

The institutional assessment report for the Ministry of Science and Technology (MoST) was finalized and an action plan meeting was conducted to present the assessment findings to MoST officials.

On the provincial level, the project management team followed up on the action plan implementation and work progress with the Basrah Ports Directorate. Following a series of technical sessions with provincial counterparts, the Babil GO agreed to start applying the methodology of PMI system on a pilot project.

3.5 Procurement Advisory Unit

USAID-*Tarabot* facilitated an "awareness seminar" on standard bidding documents for the procurement of work contracts. The seminar was attended by the Minister of Construction & Housing (MoCH), the Secretary General of the Council of Ministries, along with several deputy ministers and high-level personnel including DGs from the Ministry of Planning, representatives from the Commission of Integrity, and more than seventy contractors and consultants.

MoCH took the initiative to host the conference, with USAID-

Tarabot assistance. Aiming for transparency and accountability in GoI institutions, the seminar aimed to educate contractors on the importance of standard bidding documents. It provided them with information about the nature of the procurement process, technical requirements, how to prepare a responsive bid, evaluation criteria, and forms of contracts. Procurement advisors shared with their GoI partners the concept that a sound procurement process facilitates the selection of qualified contractors and completes projects on time and within budget. An immediate result of the seminar was the MoCH approval of the adoption of the standard procurement process and procurement planning. The ministry sent an official letter instructing the three MoCH commissions to take action accordingly. This is a huge development for



MoCH Minister Opening the Seminar

procurement in Iraq, since the MoCH is one of the largest spending, biggest building, service-providing ministries.

USAID-*Tarabot* advisors provided technical assistance to implement the standardized procurement process for GoI counterparts throughout the month. The procurement team provided technical assistance to the MoP Contracting Department, and addressed the implementation of the recently issued instructions regarding the development of a standard procurement process for the 2012 investment plan. Working sessions to follow-up on the implementation of a standard procurement process were conducted with several provincial and ministerial officials, including the Ministries of Justice and Municipalities, which have approved and issued instructions to all line departments to adopt the prequalification criteria and the standard Bidding Documents (SBD) for future strategic projects. *Tarabot* advisors discussed with MoJ counterparts the possibility of establishing a web page for the contracting department, accessible through the MoJ web site.

The Procurement team also assisted the MoIM to start implementing the MoP-issued standard procurement process by selecting a pilot project for one of its subordinate companies. Notably this month, the Babil Governor's Office (GO) started utilizing the *Tarabot* project material delivered during advanced courses to select consultants from the private sector to provide design services. Babil contracts department used the SBD for consultant services to announce four projects within its investment plan for 2012. The Babil GO action follows a series of consultations delivered to southern provinces, which included the contracting departments of Basrah and Najaf.

The procurement team finalized a needs assessment of systems capacity of Wasit GO procurement functions. The Governor and the contracts department officially approved the implementation of the Standard Procurement Plan. An official letter was sent to MoP and *Tarabot* project. One of the points addressed in the assessment report was that the province had no online representation for its contracting department. Only three months later, the Wasit GO has launched a contracts webpage.

This demonstrates a commitment to improve procurement performance in-line with the advice of USAID-*Tarabot's* procurement advisors. Today, visitors to the Wasit GO official website www.wasitprovince.org will find a button for the "Office of Contracts." Despite the page still being under construction, there are already more than 100 announcements of tenders, bid opening sessions, and price readings posted.

3.6 Organizational Development (OD) Advisory Unit

USAID-*Tarabot* advisors continued to conduct and follow up on organizational development process across GoI agencies. The team conducted working sessions with the steering committees at MoTr and MoCH to review the benchmark report with senior management that seeks approval to start the second phase of the OD methodology in both ministries.

The OD team followed up on the creation of a Center for Excellence in Government by developing a concept paper for the PMAC management.

The OD team held several meetings with COMSEC officials to discuss and develop the communication system of the web portal for citizens' complaints, and developing a joint quality management and processes development strategy.

Also in August, the OD team and IDMS team conducted a meeting with the MoP IDMS team to investigate the Standard Operating Procedures of the IDMS's helpdesk at MoP. This month, the *Tarabot* OD team assisted the MoA's warehouses department to finalize their SOP. Follow up sessions continued throughout the month.

3.7 Service Improvement Advisory Unit

Service improvement advisors have been speaking to the Vocational Training center in Dhi Qar about commencing the selection of customer services targeted for improvement.

Also this month, the service improvement team conducted an introductory meeting with the MoH. The team presented the service improvement unit's programs and goals. The MoH is one of the most prominent Iraqi public-serving ministries, and one of the few ministries that interacts with Iraqi families on a daily basis.

The team conducted an initial assessment process of the Ministry of Electricity Complaint Center in Karkh district. The MoE center in theory allows citizens to report electrical outages via telephone. The ministry is interested in improving the system's response times and overall effectiveness.

The service improvement team delivered technical assistance to the Baghdad Water Directorate to finalize reporting forms for complaint service mapping and centers. The team also presented a progress paper of centers reporting forms and future steps. Once the water complaint mapping is completed, reporting forms will be prepared to standardize water centers reporting to the directorate.

3.8 Service Centers Advisory Unit

Throughout the month, the Service Centers (SCAU) team provided consultation sessions for the Social Care Directorate of MoLSA to investigate their current system of business procedures and outline the possibility of making it compatible with a one-stop-shop approach.

Following a meeting with the Head of the National Board of Pensions (NBP) and the HR director, it was agreed to begin the business process analysis (BPA) and provide technical assistance to build an integrated service center with a one-stop-shop approach. The SCAU team agreed to provide a TOR to build a system for the subscriber's information and provide technical assistance to apply it. The team also worked with the NBP officials to build an information network that connects the provinces with the center.

The SCAU team continued working with MoMPW officials to prepare a standardized service manual, and to unify business procedures for services provided by the ministry for the municipalities of Karbala, Diwaniyah, Maysan, and Basrah.

3.9 Quality Management Advisory Unit

The Quality Management team completed a five-day workshop for the MoCH Quality Department. The participants, guided by Quality Management advisors, reviewed the MoCH quality manual, and its procedures according to ISO9001:2008 requirements. The team also covered the statistical techniques as per ISO/TR 10017 which is mandatory in developing, implementing, maintaining and improving a quality management system in compliance with ISO 9001:2008.

Also this month, the Quality Management team conducted a technical meeting sponsored by the COMSEC. The meeting covered the strategy cooperation plan to build COMSEC quality team's capacity. The Quality Management team also presented the "System documentation requirements" as per international standard ISO/TR ISO 10013:2001, which describe the documentation system of QMS ISO 9001. Attendees inquired about the documents mandatory identified in ISO 9001:2008. In addition, the Quality Management team reviewed gap analysis requirements as per ISO 9001:2008, in order to scan and evaluate COMSEC quality management system.



Quality Management workshop for GoI partners

3.10 Iraq Development Management System (IDMS)

The Iraq Development Management System (IDMS) team continued to lay the groundwork for all ministries to use the IDMS system. This month, the team conducted a meeting with the DG of Projects and Construction from the Ministry of Labor & Social Affairs. The meeting aimed at assessing and improving the MoLSA IDMS staff, and improving communication between the Ministry and the MoP. The MoLSA officials agreed on the IDMS work plan for the next term, and showed great support to the IDMS application by signing an acceptance letter to conduct refresher training to the IDMS team. The Ministry also gave instructions to start uploading and updating the entire investment project portfolio through IDMS.

Also in August, the *Tarabot's* IDMS team presented the IDMS system to senior management from the Ministry of Science and Technology (MoST). The demonstration was designed to catalyze their response to the MoP demands for all GoI entities to start entering their 2013 investment projects into the IDMS application.

The team also met the DG of Government Investment from the MoP to clarify the action required by all ministries and provinces in order to start entering the 2013 projects onto the system. This included specifying the final date to receive projects through the IDMS system, determining the budget ceiling for each ministry and province for 2013, and deciding on the exchange rate.

The IDMS team conducted a four-day training course for six employees from the Ministry of Electricity (MoE). The training delivered technical concepts on the capital investment portfolio, IDMS tools, Donors



IDMS Introduced to MoST Leadership

Assistance Database (DAD), NDP indicators, and hands-on practices distributed to all participants. The training presented a clear approach to stabilize the IDMS system inside their Ministries and preparation of the draft of capital investment portfolio.

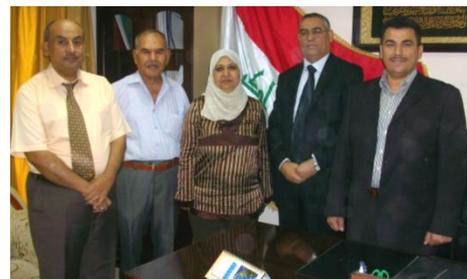
After a series of workshops requested by the MoIM during the last two months, the IDMS team held a follow up workshop. The workshops were attended by 80 trainees and were designed to enable them to run the IDMS. The first step of the ministries' companies was to begin to update old projects from 2011 and 2012. They will then upload the proposed capital investment projects for 2013.

The team completed a five-day technical workshop at MoE for six participants from the Studies and Planning department. The team presented the potential benefits of IDMS, and trained them on how to use the applications and functions of the system. As a follow-up to this workshop, IDMS advisors and directors of the Studies and Planning departments conducted a series of meeting during which they agreed to hold IDMS courses for the Ministry, so that they are prepared to upload the capital investment portfolio for 2013.

3.12 Education Capacity-Building Initiative

With the aim of maximizing benefit to the Ministry of Education, focus groups and interviews have been initiated as part of a post-training assessment. The aim of the follow-ups is to identify the changes within the MoEd as a result of the training programs, and the challenges faced by the participants. The approach allows the ECB to use feedback to customize the course material, and gives upper -management an opportunity to expand their perspective on the topics of the training courses, and help facilitate positive change among their employees.

During Ramadan and the Eid celebrations, the ECB team remained fully operational, and between the Fiscal Management and Communication & Leadership teams, more than six directorates were covered. The primary challenges within the ministry remain a lack of good governance and communication skills. However, immediate improvements based on ECB activities and consultations have been seen in many MoEd directorates. There are signs that some have begun to standardize their budgeting procedures and others have seen a new leadership style emerge among senior management, especially with regard to interaction with



MoEd focus group

employees. The DG of Karkh, for instance, decided to participate in a Communication & Leadership training course, after he noticed a positive change in the employees that had previously participated.

Two focus groups were also held this month, attended by previous participants of the Baghdad workshops, they were designed to discuss the progress of the training courses. The focus group confirmed that the workshops were beneficial and suggested some alterations to the ECB material to better meet MoEd expectations.

Follow-up meetings with the Education Steering Committee continued during the month of August. The ECB team attended a meeting headed by Deputy Minister and DG of Financial Affairs. They discussed and finalized the financial management work plan for 2012-2013, agreed on conducting regular meetings between the Committee and the ECB, and discussed the MoEd co-funding of *Tarabot* activities (training halls and travel allowances). The MoEd Training and Teacher Preparation Center agreed to provide training halls for ECB training facilities and to conduct the advanced communication & leadership training course at the same facilities. The IT trainers also met with MoEd's IT expert and the ECB IT trainers introduced Joomla! software as a web designing tool customized for the Advanced level IT training course. The MoEd IT expert expressed her appreciation and approved the training material designed to enhance MoEd's capacity in the web designing area.

There were two core area activities in terms of provincial roll-out training: a fiscal management competency course was presented in Babil, and a communication & leadership competency course delivered in Kirkuk.

Tarabot Administrative Decentralization Engagement Tracker

GOI Offices	Introductory Letter	Introductory Meeting	Official Presentation	Assessment Phase	Action plan	Steering Committee	Office Space	MOU	Technical Assistance
Ministries and Central Entities									
Ministry of Agriculture	☑	☑	☑	☑	⇒	☑	⇒	⇒	⇒
Ministry of Communications	☐	☐	☐	☐	☐	☐	☐	☐	☐
Ministry of Construction & Housing	☑	☑	☑	☑	☑	☑	☑	⇒	⇒
Ministry of Culture	☑	☑	☑	⇒	☐	☑	⇒	⇒	☑
Ministry of Education	☑	☑	☑	⇒	☐	☑	☑	⇒	☑
Ministry of Electricity	☑	☑	☑	⇒	⇒	⇒	⇒	⇒	⇒
Ministry of Environment	☑	☑	☑	⇒	⇒	☑	☑	⇒	☑
Ministry of Finance	☑	☑	☑	☐	☐	☐	☐	☐	☐
Ministry of Health	☑	☑	☑	⌚	☐	☐	☐	☐	☐
Ministry of Higher Education	☑	☑	☑	☑	☑	☑	☑	⇒	⇒
Ministry of Human Rights	☑	☑	☑	☑	⇒	☑	☑	⇒	☑
Ministry of Industry & Minerals	☑	☑	☑	⇒	⇒	☐	☑	⇒	☑
Ministry of Justice	☑	☑	☑	⇒	☐	☑	☑	⇒	☑
Ministry of Labor & Social Affairs	☑	☑	☑	⇒	☐	☑	☑	⇒	☑
Ministry of Migration & Displaced	☑	☑	☑	⇒	⇒	☑	☑	⇒	☑
Ministry of Municipalities	☑	☑	☑	☑	☑	☑	☑	⇒	⇒
Ministry of Oil	☑	☑	☑	⌚	☐	☐	☐	☐	☐
Ministry of Planning	☑	☑	☑	⇒	⇒	☐	☑	⇒	⇒
Ministry of Science & Technology	☑	☑	☑	☑	☐	⇒	☐	☐	☐
Ministry of Tourism and Antiquities	☑	☑	☑	⌚	☐	☐	☐	☐	☐
Ministry of Trade	☑	☑	☑	☐	☐	☐	☐	☐	☐
Ministry of Transportation	☑	☑	☑	☑	☑	☑	⇒	⇒	⇒
Ministry of Water Resources	☑	☐	☐	☐	☐	☐	☐	☐	☐
Ministry of Youth and Sports	☑	☑	☑	⇒	☐	☑	⇒	⇒	☑
Coordination Entities									
Presidency Diwan	☑	☑	☐	☐	☐	☐	☐	☐	☐
Council of Ministers Secretariat	☑	☑	☑	☐	☐	☐	☐	☐	☐
Ministry of Provincial Affairs	☑	☑	☑	☐	☐	☐	☐	☐	☐
Provinces									
Anbar	☑	☑	☑	⇒	⇒	☐	☑	⇒	⇒
Babil	☑	☑	☑	☑	⇒	☑	☑	⇒	⇒
Baghdad	☑	☑	☑	☐	☐	☐	☑	⇒	☐
Basrah	☑	☑	☑	⇒	⇒	☑	☑	⇒	⇒
Diyala	☑	☑	☑	⇒	⇒	☐	☑	⇒	⇒
Diwaniyah	☑	☑	☑	⇒	⇒	☑	☑	⇒	⇒
Dhi Qar	☑	☑	☑	⇒	⇒	⇒	☑	⇒	⇒
Karbala	☑	☑	☑	☑	⇒	☐	☑	⇒	⇒
Kirkuk	☑	☑	☑	☑	☑	☐	☑	⇒	⇒
Maysan	☑	☑	☑	⇒	⇒	☐	☑	⇒	⇒
Muthanna	☑	☑	☑	⇒	⇒	☑	☑	⇒	⇒
Najaf	☑	☑	☑	⇒	⇒	☐	☑	⇒	⇒
Ninawa	☑	☑	☑	☑	☑	☑	☑	⇒	⇒
Salah ad Din	☑	☑	☑	⇒	⇒	☐	☑	⇒	☐
Wasit	☑	☑	☑	☑	⇒	⌚	☑	⇒	⇒
<div style="display: flex; align-items: center;"> <div style="border: 1px solid black; padding: 5px; margin-right: 10px;"> <p>☑ Completed</p> <p>⇒ Ongoing</p> <p>⌚ Scheduled</p> <p>☐ Pending</p> </div> <p>Blue Highlights indicate activities completed this reporting month</p> </div>									

PROJECT ADMINISTRATION

Staffing and Deployment The project has a staff of 32 expatriate and 240 local personnel as of August 31, 2012.

Security, Facilities The holy month of Ramadan ended this month and the Eid celebrations were largely peaceful.

During this reporting period, there were no significant incidents that affected the normal project work flow.

Targeted improvement work on buildings has been completed this month.